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Outline Plan for the Security Studies InstitutePurposes

To advance understanding of the present and future security situation of the United States, the dangers and opportunities facing us, and alternative courses of action that might be adopted.

To communicate findings of research not only to clients but also, with the limits of contractual relationships and national security interests, to public audiences.

As a by-product of research, to train younger people in strategic analysis.

Status and Organizational Character

The distinctive characteristics of the Institute will be these:

- 0 Being predominantly privately supported it will have a degree of independence and flexibility denied to the great majority of defense research organizations.
- 0 Being committed to the highest degree of intellectual excellence, it's output over time promises to have a substantial cumulative impact. Doing this requires that it attract a core group of first-rate people.
- 0 Being committed to doing classified work requires that the Institute be seen to be responsible and useful to those in the government who have need for outside research support.
- 0 The commitment to communicating the findings of research to public audiences distinguishes the Institute from many defense research organization.

The Institute will be a tax exempt organization qualifying under Section 501C(3) of the Revenue Code. It will have an independent board of directors made up of distinguished citizens from a broad range of backgrounds.

The work of the Institute will be done principally by a professional staff supplemented by the use of consultants and advisers. Some part of this work will be classified contract work from government agencies. This staff should have at least 25 full-time equivalent professionals.

#### Financial Requirements

The planned scale of operations will require between \$4 and \$5 million a year with about \$3 million coming from private sources. Allowing for time to recruit people, an initial private commitment of about \$7 million is needed for the 1984-86 period. Additional funds will be provided for contract work by government agencies.

Organizational stability and independence necessary for attracting the best people requires that financing be committed several years into the future on a rolling basis.

#### Areas of Substantive Focus

These will have to be determined in substantial measure by the Board and by the interests and competencies of the staff. The focus of work should be the main strategic problems the US faces: e.g., how to compete successfully with the Soviet Union in several important arenas; how to exploit the distinctive advantages of the US in this competition (economic strength, technological strength, the political-cultural

attraction of freedom, the voluntary nature of our alliances) and cope with our distinctive disadvantages (difficulty in sustaining public support for long-term efforts, diffused decisionmaking among alliance members and within countries); and how to exploit the weaknesses of the Soviet system. With a comparatively small staff, few topics can be under investigation at any one time. They will have to be chosen carefully for their intrinsic importance and tractability.

Given the modest size of the organization and its probable areas of comparative advantage, work on technical matters cannot form a major part of the Institute's work. However, members of the Institute should be well informed about technological trends and be capable of working on problems with a technological component.

#### Location

In order to facilitate its public communication goal and its work with Federal agencies, the Institute should be located in the Washington area.

#### Staffing

Success requires recruiting from the beginning of a core group -- say six -- of first-rate people around whom a larger group can be recruited. This requirement is so central that firm commitments to its creation and funding should be keyed to the probable availability of such a group. A roster of possible candidates needs to be drawn up and soundings made with individuals on their possible interest in joining the Institute.

### Initial Auspices and Public Image

The Institute needs to be seen by the public as a politically non-partisan organization dedicated to serious work on national security. Its Board should have a bipartisan political character. It will no doubt be described by much of the press as a "hawkish" organization. That is not a serious problem and would have certain advantages. However, it is important for it not to be portrayed as a politically partisan organization. Therefore, it is desirable from the outset to have bipartisan support and representation.

### A Proposed Sequence of Actions

Three activities should be pursued in parallel:

1. Constructing the roster of potential staff members, especially members of the core group, followed by initial soundings of possible interest.
2. Tentative commitment of financing.
3. Lining up of a Board of Directors and of appropriate endorsements.